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School of International Graduate Studies (SIGS)

SIGS News

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# Newsletter, School of International Graduate Studies (SIGS) / Spring 2011

Naval Postgraduate School (U.S.)

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Newsletter, School of International Studies (SIGS), Monterey, California, Spring 2011

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# SIGS NEWS

School of International Graduate Studies

SPRING 2011

## Message from Dean of SIGS

Our Public Affairs Officer circulated an article about our Center For Homeland Defense and Security (CHDS), announcing that a local official had been admitted to the most prestigious homeland defense program in the country. Admission to the program was described as an outstanding accomplishment and a great opportunity; only three people from the state had been admitted to the program.

Why all the fuss? By bringing together federal, state, local and tribal officials from across the U.S., CHDS provides students with an opportunity to join the elite ranks of government officials, officers and scholars who are building a network of fire, emergency medical services, public health and law enforcement personnel. This network is shaping a national approach to homeland security. CHDS provides local officials with a way to make a difference at the national level of policy.

SIGS exists to empower individuals to make a difference in their organizations. We help our students move beyond the confines of their current position, to equip them to make a significant contribution to their nation, their service and their professional community. By bringing together outstanding faculty, motivated students and engaged sponsors, SIGS helps create the educated work force needed to achieve America's objectives in a changing world.

*James J. Wirtz*

## In This Issue

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*Lt. Gen. P. K. Keen, the Military Deputy Commander for USSOUTHCOM, addressed a group of Foreign Area Officers attending the Joint Foreign Area Officer Skill Sustainment Pilot Program, which took place at NPS.*

## Gen. Keen Discusses Americas

Army Lt. Gen. P. K. Keen, the Military Deputy Commander for USSOUTHCOM, met with Foreign Area Officers (FAOs) attending a Latin American in-residence course at NPS for the School of International Graduate Studies (SIGS) Joint Foreign Area Officer Skill Sustainment Pilot Program (JFSSPP). Keen spoke for nearly an hour to more than 35 participants in the course, which ran from February 21 through March 4. JFSSPP participants are non-matriculated students who come to NPS for topical short courses.

Keen also made time to speak to select students from the regular NPS student body during his visit.

Keen was an ideal presenter for the course given his extensive experience working in Latin America. He has been assigned as a Special Forces Officer in the Republic of Panama, a Military Group Training Officer in Honduras, a FAO and student at the Brazilian Command and General Staff

College, the Commander of U.S. Military Group in Colombia, and as the Commander of U.S. Army South.

The JFSSPP is an advanced education and skill sustainment initiative for Foreign Area Officers from all services - Army, Air Force, Navy and Marines. Recognizing foreign language ability and specialized regional knowledge as mission critical skills, the JFSSPP fulfills a Department of Defense mandate to provide resources and opportunities for FAO skill sustainment and professional education.

The JFSSPP partners with the Defense Language Institute Foreign Language Center (DLIFLC) to provide customized language training and sustainment support to participating FAOs. The DLIFLC, also based in Monterey, is the largest language institute in the United States with an educational mandate for all Department of Defense personnel.

# CHDS Conference Centers on Imagination in HS

**What if. To some, those are frivolous words, not suited for the cold, hard realities of the world. But you know better.**

*Eric Liu*

What does a safe community look and feel like? What happens in a community where there is trust among neighbors? These questions and many more were posed at the “Imagination Conversation” hosted by the Center for Homeland Defense and Security at the Naval Postgraduate School, Feb. 1. Event host Eric Liu is the author of “Guiding Lights: How to Mentor—and Find Life’s Purpose” and “Imagination First.” He travels the country encouraging groups from all walks of life to bring about change through imagination.

The workshop, held in the Barbara McNitt Ballroom on the NPS campus, followed the theme “Imagine a Safer Community 2021” and brought together participants from across the Peninsula to discuss how a united community can impart change through ‘applied imagination,’ and belief in what a secure community would look like.

“What if. To some, those are frivolous words, not suited for the cold, hard realities of the world. But you know better,” explained Liu in his introduction. “You know that in the wildly diverse community like Monterey – an ecosystem that includes fishermen and homeland security experts, artists and tourists, military linguists and oceanographers – imagination is the essential unifying ingredient.

“Imagination – the ability to conceive of what is not, the willingness to ask, ‘What if?’ – is vital to making the whole of a town like this greater than the sum of its parts. Communities that value imagination, that learn not to kill it, and that in fact figure out how to scale it—these are world-class communities. And you are here today because you can be a catalyst for that kind of imagination,” he continued.

A panel of speakers featured business consultant and Executive Director of the Marina Technology Cluster, Susan Barich; Monterey County Superintendent of Schools, Dr. Nancy Kotowski; CHDS Executive Director and NPS Computer Science Professor, Dr. Ted Lewis; CHDS Director Glen Woodbury, and Salinas Mayor Dennis Donohue.

The panelists engaged with each other and the audience in a large discussion about their individual roles in community accountability. Donohue spoke candidly about the impact that gang violence has on his community and his efforts to help Salinas residents “imagine a city without gangs,” a vision, he noted, that people often scoff at.

“That’s the city that we want to live in,” said Donohue. “So let’s try. In Salinas, we can win.”

His hope is to create the kind of environment that fosters education and community service over fear and violence. Education was an overlying theme, and one that was made even more impactful by the number of Monterey High School students who were in attendance.

“Educating our young people is the cornerstone of Democracy,” added Kotowski.

Several participants and panelists noted the impact that education can have on keeping kids off of the streets and focused on a bright future. A future where communities can be focused “not on fixing things, but on

accomplishing things,” Woodbury added.

Audience members from all walks of life added to the discussion, noting that a united community starts with individual neighborhoods feeling safe, and trusting one another.

“No matter what position we hold in our daily walks of life, we’re still all members of a community. It comes down to simple acts of knowing our neighbors,” said workshop attendee Horrace Allen. “I think about my own community, how many of us know more than just our next door neighbors? Neighbors one, two, three doors down?”

Liu also encouraged discussion around what one considers self-interest, and how an act of selflessness might actually be an investment in the community, and the safety of those residing there. Panelists echoed his sentiment with their own understanding of what it means to be part of a safe community.

“Until I am as concerned about my neighbors’ kids getting a good education as I am about my own healthcare, I won’t be an effective force for change,” said Lewis.

The tone of the workshop was overwhelmingly about bringing people together for a common goal. But the deeper lesson was to be open to all ideas and suggestions, rather than creating boundaries for what people can accomplish. Often the most effective ideas, Liu noted, are achieved when people have free reign to be creative.

Barich explained how she often takes a can of white spray paint and a broom on her morning walks to cover up graffiti and clean up the streets in an effort to take ownership of her neighborhood. “She who walks the neighborhood, owns the neighborhood,” said Barich. “The job of a safe neighborhood belongs to all of us.”

CHDS routinely brings together community, city, state and federal leaders and organizations to discuss homeland security efforts and what can be done to ensure a secure future for the nation. The center is committed to providing students with the most operationally-relevant homeland security and defense education.

Security experts from NPS have worked closely with Donohue and the Salinas Police Department over the past year to advise them on how to move forward in their war against gang violence. The discussion of security is an ongoing one at NPS, and each day brings new opportunities for change.

“It’s a simple act of knowing your neighbors,” added Allen. “That’s how my family and I can imagine a safer community before 2021.”





# CCMR CT Program Fosters Regional Cooperation

What can governments do to defeat terrorism without sacrificing the values that bind their societies together? How should governments manage the consequences of attacks that cannot be prevented? How should governments mix civilian and military tools to form effective strategies against terrorism?

These are some of the questions retired Navy Capt. Paul Shemella and his team of instructors in the Center for Civil-Military Relations (CCMR) Combating Terrorism Fellowship Program (CTFP) tackle in the seminars and workshops they conduct world-wide on counter terrorism strategy development. Shemella, the CTFP program manager and a former Navy SEAL, has headed up the program since its inception at the Naval Postgraduate School (NPS) in 2002.

"It is very satisfying to lay the initial groundwork for a long-term program and to watch it grow," said Shemella. "We got off to a fast start and recruited a really top-notch teaching network. We started developing content and delivering seminars in all regions of the world."

"We select our faculty for each seminar to match the audience we are reaching, and that is a civil-military faculty for a civil-military audience," said Shemella. "There is a misperception that the military is one of the first tools that governments reach for in counter terrorism, but that is not actually the way to win a campaign."

"Fighting terrorism is not primarily a military function," Shemella continued. "It involves vir-



tually the whole government, and depending on how the country views terrorism, the government will involve a variety of agencies to help mitigate the threat. The military may have a large role or it may have no role. We engage with our audiences based on what they have to do within their own national context and how they assign roles and missions to their institutions."

The CTFP, just one program that falls under the larger umbrella of combating terrorism programs initiated by the Office of the Secretary of Defense (OSD), focuses on national organization and supranational lanes of responsibility in thinking about combating terrorism strategies, said Matthew King, the Assistant Program Manager for the CTFP program.

"Counter terrorism has to be done in concert with allies on a regional basis," King said. "At CTFP, we strive to bring together officials from five, six, seven different countries within a region for our seminars. It is really eye opening

for people to see what the issues are across the border from them or even two countries away."

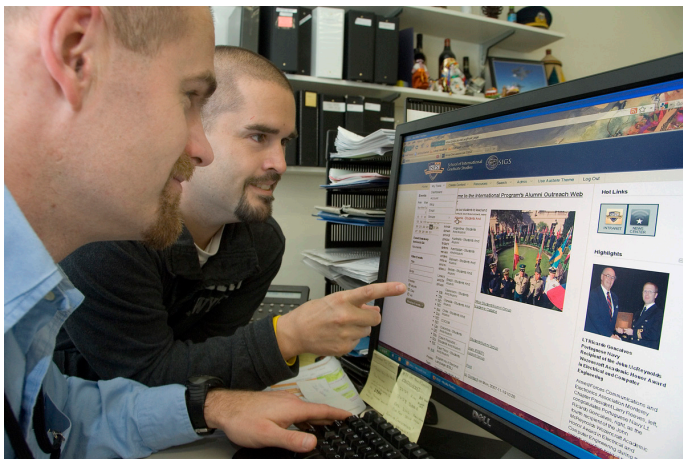
"I was at one seminar in Nigeria that was specifically dealing with transnational threats. We were running a table-top group exercise that was designed to work through how to implement strategies," said King. "It was fascinating to watch this very diverse group of people hammer out issues that they had never sat down and discussed before. It was incredibly rewarding to facilitate that discussion and see the progress being made."

"In countries where civilian rule is new and where there has been a history of military dictatorships, it's profound to have civilian and military officials sitting down to develop strategy in unison," said King. "It's really inspiring to see this and it leaves me very optimistic about what we can accomplish."

"We have seen over time that the quality of our participants has gone up," said Shemella. "That's not a reflection of our effectiveness alone; that's a reflection of the aggregate of U.S. programs under the fellowship umbrella."

The CCMR CTFP has worked with officials from 135 countries, putting 5,400 civilian and military officials through their programs in the last eight years. They conduct an average of twenty-five programs a year, with most seminars being conducted in host countries overseas. They are one of the most active of the OSD combating terrorism programs.

## Helping Internationals Stay Connected



*Munoz shows a student the alumni web portal*

The smiling faces at the International Graduate Programs Office (IGPO) are some of the first to greet international students as they arrive at the Naval Postgraduate School (NPS) to begin work on their

graduate degrees. This introduction marks the beginning of a relationship that is designed to last far beyond graduation.

"Our vision at IGPO is for someone who graduates to feel like they can come back here to NPS, physically or virtually through the alumni network, and feel like they are still a part of NPS," said Jason Munoz, the Sponsor Program and Alumni Outreach Coordinator for the IGPO.

"We care about our graduates. They are part of the NPS family now, and I want to know if they're still using what they learned here, what they are doing and how things are going for them," Munoz said.

Munoz came onboard with the IGPO in March of 2010, tasked with building the international alumni network for NPS. This entails not only registering current students as they prepare to graduate, but also reconnecting with the sizeable community of international NPS alumni.

"Tracking down alums from the 70s and 80s has been difficult," Munoz said. "I've gone through files pulling out old email addresses, only to find many of them now defunct. I've also worked through the current officers enrolled at NPS from the same countries and asked them to reach out through their channels. Some of the older alumni have already retired, so it's really neat when we reconnect with them and

see what they're doing now."

To date, Munoz has enrolled 500 of the 5,200 alumni and current international students in the network. He hopes to continue to grow the network in anticipation of the July launch of the new GlobalNet software platform for the alumni network. GlobalNet will offer a user-friendly interface, incorporate social media tools, and allow international participants to belong to multiple communities through the same web portal.

The IGPO is not the only organization on campus stressing the importance of staying connected with international partners. The Global Center for Security Cooperation and the Combating Terrorism Fellowship Program (CTFP), that works closely with the NPS Center for Civil-Military Relations (CCMR) and the Defense Analysis department, are both linking up with the new GlobalNet platform to help their international partners stay connected.

"What we're trying to achieve with GlobalNet is to facilitate practical bonds with international counterterrorism professionals who can help

each other," said Julia McClenon, the Director of Outreach and Content Development for the CTFP Global Education and Collaboration Community Online (ECCO). "For example, if we had an Ugandan participant traveling to Somalia for work, he could link up with a CTFP graduate in the area to get information he might need for his travel."

"The driving force and the vision for CTFP's involvement is to create a counterterrorism network that helps fight terrorist networks by bringing together and connecting the people who need to work together," said McClenon.

This vision fits nicely with the NPS mission of providing high-quality, relevant and unique advanced education as well as research designed to increase combat effectiveness of the U.S. and partner military forces while enhancing national security.

If you would like to request access to the IGPO network contact Munoz at [jdmunoz@nps.edu](mailto:jdmunoz@nps.edu) and for the CTFP network contact McClenon at [jmmcclen@nps.edu](mailto:jmmcclen@nps.edu).

## NPS, DRMI Host Landmark NATO Conference

Defense Resources Management Institute (DRMI) professor Francois Melese helped organize the second NATO Building Integrity Conference in Monterey that took place from 23 to 25 February 2011. Melese moderated a panel titled, "Contracting in Conflict Zones" and a working group on the same topic.

Another DRMI professor, Associate Professor Robert McNab, spoke in a panel entitled, "Understanding Corruption in Conflict Environments." Dr. McNab argued that traditional, institutional-based approaches to corruption falter if these approaches fail to adapt to cultural attitudes and norms. This presentation was an extension of McNab's research program into corruption and conflict, which is sponsored by the U.S. Army's Training and Doctrine Command (Monterey).

This flagship event in support of NATO's Building Integrity (BI) Initiative focused on the vital importance of building integrity, increasing transparency, and improving accountability in the defense sector. More than 150 high-level participants gathered in Monterey, California, to share experiences on how best to fight corruption in the defense and security sector, with a special emphasis on Afghanistan.

The conference opened with a live VTC presentation from ISAF Headquarters in Kabul, Afghanistan by BG H.R. McMaster, US Commander, Combined Joint Interagency Task Force-Shafafiyat. Other notable speakers included several senior military and civilian officials such as General Stephane Abrial, NATO's Supreme Allied Commander for Transformation, Dr. Huguette Labelle, Chair of the Board of Transparency International, Ms. Avgustina



*Adrian Kendry addresses a working group at the NATO Building Integrity Conference while other panelists look on.*

Tzvetkova, Deputy Minister of Defence of Bulgaria, and Sir Stewart Eldon, former United Kingdom Ambassador to NATO.

Participants included parliamentarians, international organizations (the World Bank, etc.), non-governmental organizations (Transparency International, Integrity Watch Afghanistan, etc.), "think tanks," experts from academia (including several DRMI faculty), and various industry representatives. The BI Initiative focuses on transforming ministries and building the capacity of the people who work in them. This defense reform program is supported by both NATO allies and partners, including the

Naval Postgraduate School, designated by the U.S. State Department as the Partnership for Peace (PFP) Training and Education Center for the United States (USPTC).

The goal of DRMI's programs is to enhance the effective allocation and use of scarce resources in modern defense organizations by developing participants' analytical decision-making skills. DRMI faculty teach key concepts in management, economics and quantitative reasoning. In addition, the DRMI curriculum uses real-world cases in contexts that include contemporary issues.

